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**ROBERT B. TAYLOR**  
Chief Probation Officer

## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

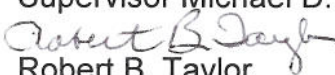
9150 EAST IMPERIAL HIGHWAY — DOWNEY, CALIFORNIA 90242

(562) 940-2501



April 23, 2009

TO: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

FROM:   
Robert B. Taylor  
Chief Probation Officer

SUBJECT: **NEW ROADS SCHOOL PROGRAM EFFECTIVENESS REVIEW AND  
RELEASE OF REQUEST FOR PROPOSAL STATUS REPORT**

On March 24, 2009, the Board approved the Chief Probation Officer's recommendation for New Roads School to continue enhanced education transition services program for Probation wards at Camp Gonzales in an amount not to exceed \$400,000, fully offset by Juvenile Justice Crime Prevention Act (JJCPA) funds. In addition, the Board:

- 1) Instructed the Chief Probation Officer, along with the Auditor-Controller, to review and report back within 30 days on the effectiveness of the program; and if effective and feasible, provide a plan on replicating the program at other camps throughout the County; and
- 2) Instructed the Chief Probation Officer to move forward and complete a Request for Proposal (RFP) within 90 days.

This status report addresses the Probation Department's and the Auditor-Controller's collaborative efforts on evaluating the effectiveness of the program; and if effective, providing a plan on replicating the program at other camps.

In addition, this report provides information regarding the Probation Department's status in completing and releasing an RFP to select a contractor to provide educational transition services in the community.

### **I. NEW ROADS SCHOOL PROGRAM EFFECTIVENESS**

On April 1, 2009, my staff met with representatives from the Auditor-Controller's Office to develop an approach to evaluate the effectiveness of the program services provided by New Roads School. To evaluate the program's effectiveness, the Probation Department's Research and Development (R&D) Unit will be conducting a comparison study between participants enrolled in the New Roads School program and a similar population of participants that were not enrolled in the program. The R&D Unit plans to complete the comparison study using the Big Six Outcomes relative to JJCPA programs which include the following categories:

- Arrests
- Incarcerations
- Completion of probation
- Completion of restitution
- Completion of community service; and
- Probation violations

The Probation Department's comparative study includes the following key steps:

- Identify a treatment group consisting of those youth who had participated in New Roads School program services during a preceding JJCPA year;
- Define a comparison group that represents the same quality and demographics that did not participate in the New Roads program;
- Identify the relevant inclusion and exclusion criteria for the comparison group;
- Upon extracting such data, validate that the data truly meets the intended criteria;
- Conduct an outcome analysis; and
- Review the results.

In addition, Probation and Auditor-Controller staff will evaluate New Roads School's performance based on the performance requirements identified in the County contract.

Additional time is required due to the complexity of the steps involved in the comparison study. In addition, New Roads School managers and staff were on Spring Break from April 6 through April 20 and were unavailable to meet. On April 22, Auditor-Controller and Probation staff met with New Roads School representatives who will be providing us with any performance data that they believe demonstrates the program's effectiveness. The Probation Department and the Auditor-Controller anticipate submitting the final report to your Board by June 30, 2009.



## **II. REQUEST FOR PROPOSAL STATUS**

This is to also provide your Board with a status on the progress of the Probation Department's RFP for Educational Pathways and Vocational Opportunity Services. Probation anticipates releasing an RFP by May 1, 2009. The Probation Department's and Auditor-Controller's review of the effectiveness of the New Roads School program is independent from Probation's RFP process, and as such, will not impact the remainder of the RFP process.

### **Timeline For Completion of Entire Request for Proposal Process**

The current contract with New Roads School will expire on March 31, 2010. To provide a general perspective regarding the length of time required to conduct an RFP process, it generally takes approximately nine months to one year for County departments to conduct an entire RFP process. The attached information provides an estimated timeline of the entire solicitation process applicable to this RFP. If a successful bidder is identified, we plan to provide your Board with a recommended contractor by April 2010. The primary factors that could contribute to a variance from this estimated timeframe and would enable having a contract recommendation prior to April 2010, include receiving a limited number of proposals and that disqualified agencies do not protest.

Please contact me if you have any questions or require additional information, or your staff may contact David M. Davies, Chief Deputy, Probation, at (562) 940-2511 regarding either of these matters, or Don Chadwick, Division Chief, Auditor-Controller, at (213) 253-0301 for matters pertaining to the effectiveness review of the New Roads School program.

RBT:dn

Attachment

c: William T Fujioka, Chief Executive Officer  
Sachi A. Hamai, Executive Officer, Board of Supervisors  
Robert Kalunian, Acting County Counsel  
Public Information Office  
Audit Committee

**LOS ANGELES COUNTY PROBATION DEPARTMENT  
EDUCATIONAL PATHWAYS AND VOCATIONAL OPPORTUNITY SERVICES  
REQUEST FOR PROPOSALS (RFP) TIMELINE**

- May 2009
  - Release RFP
  - Solicitation Requirement Review
  - Mandatory Bidder's Conference
- June 2009
  - Proposals Due
- June 2009 –July 2009
  - Initial Evaluations
  - Disqualification Review Process
- August 2009
  - Committee Evaluations
- September 2009
  - Recommendation to the Chief Probation Officer
- October 2009 through December 2009
  - Notify Selected and Non Selected Proposer
  - Debriefings
  - Contractor Selector Review
  - County Panel Review
- January 2010
  - Negotiations with Selected Contractor
- February - March 2010
  - Board Letter to CEO
  - Cluster Agenda Review Meeting
- April 2010
  - Recommendation to Board of Supervisors
  - Contract Executed

*The primary factors that could contribute to a variance from this estimated timeframe and would enable having a recommendation to the Board of Supervisors prior to April 2010, include receiving a limited number of proposals and that disqualified agencies do not protest.*



**COUNTY OF LOS ANGELES  
DEPARTMENT OF AUDITOR-CONTROLLER**

KENNETH HAHN HALL OF ADMINISTRATION  
500 WEST TEMPLE STREET, ROOM 525  
LOS ANGELES, CALIFORNIA 90012-3873  
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WENDY L. WATANABE  
AUDITOR-CONTROLLER

MARIA M. OMS  
CHIEF DEPUTY

ASST. AUDITOR-CONTROLLERS

ROBERT A. DAVIS  
JOHN NAIMO  
JUDI E. THOMAS

June 30, 2009

TO: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

FROM: Wendy L. Watanabe *Wendy L. Watanabe*  
Auditor-Controller

SUBJECT: **STATUS REPORT ON THE NEW ROADS SCHOOL PROGRAM  
EFFECTIVENESS REVIEW (Board Agenda Item 27, March 24, 2009)**

On March 24, 2009, your Board directed the Auditor-Controller to work jointly with the Chief Probation Officer (Probation) to evaluate the effectiveness of the New Roads School Program (New Roads); and if effective and feasible, provide a plan on replicating the program at other camps throughout the County.

On April 23, 2009, Probation reported to your Board that they planned to review New Roads' compliance with the County contract's program requirements and to complete a comparative study based on statistical data. We planned to use the results of the two reviews to evaluate the effectiveness of New Roads.

Probation recently provided New Roads with the results of their reviews, which we are currently validating. As a result, we are requesting an extension to submit our final report to your Board by July 31, 2009.

If you have any questions, please call me or your staff may contact Don Chadwick at (213) 253-0301.

WLW:MMO:JET:DC

c: William T Fujioka, Chief Executive Officer  
Sachi Hamai, Executive Officer  
Robert Taylor, Chief Probation Officer  
Public Information Office  
Audit Committee



ROBERT B. TAYLOR  
Chief Probation Officer

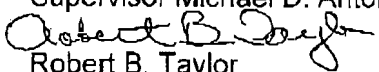
## COUNTY OF LOS ANGELES PROBATION DEPARTMENT

9150 EAST IMPERIAL HIGHWAY — DOWNEY, CALIFORNIA 90242

(562) 940-2501



July 22, 2009

TO: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich  
FROM:   
Robert B. Taylor  
Chief Probation Officer

SUBJECT JUVENILE REIMBURSEMENT WORKING GROUP

On March 24, 2009, on motion from Supervisors Michael D. Antonovich and Gloria Molina, your Board directed the Chief Probation Officer and Chief Executive Officer to immediately form a Juvenile Reimbursement Workgroup (JRWG) comprised of the Juvenile Court and appropriate County Departments, including County Counsel, Auditor-Controller, Department of Health Services, Child Support Services Department, Department of Public Social Services, and Department of Children and Family Services to review policies and procedures to ensure that efforts to recover costs for juveniles detained in Probation's camps and halls are appropriate, reasonable, and in accordance with governing statute.

On April 17, 2009, the Probation Department convened the first of several bi-weekly JRWG meetings. The workgroup is comprised of seventeen members, representing the various collaborative departments. Prior to the first meeting information regarding the Board's instructions to the workgroup and topics for discussion were forwarded to representatives from each of the departments included in your Board's motion, to ensure that the appropriate departmental representation on the workgroup.

The initial meetings of the workgroup were used to develop organizational next-steps, prior to extended participant invitations to advocacy groups. In May, Probation began discussions with the Youth Justice Coalition (YJC) to collaborate on arrangements for a community meeting at YJC's request at their headquarters. Probation conducted a site inspection on June 10 to ensure adequate facilities and parking. Meeting

Each Supervisor  
July 22, 2009  
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announcements were provided June 12 to the advocates, Board's Justice Deputies, and to the juvenile halls and camps for distribution to visitors. Again at the request of the YJC, the community meeting was scheduled in the evening on June 27, 2009, to avoid conflict with traditional business weekday hours, youth school schedules and subsequent graduation ceremonies.

A status report on the comprehensive review of current collection policies and procedures and recommendations that will ensure their appropriateness, including input from the various advocacy groups, will be forwarded to your offices under a separate cover.

If you have questions or need additional information, please let me know or contact Robert Smythe at (562) 940-2516.

c: William T Fujioka, Chief Executive Officer  
Sachi Hamai, Executive Officer/Clerk of the Board





**COUNTY OF LOS ANGELES  
DEPARTMENT OF AUDITOR-CONTROLLER**

KENNETH HAHN HALL OF ADMINISTRATION  
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ROBERT A. DAVIS  
JOHN NAIMO  
JUDI E. THOMAS

August 12, 2009

TO: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

FROM: Wendy L. Watanabe  
Auditor-Controller

SUBJECT: **STATUS REPORT ON THE NEW ROADS SCHOOL PROGRAM  
EFFECTIVENESS REVIEW (Board Agenda Item 27, March 24, 2009)**

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On April 23, 2009, Probation reported to your Board that they planned to review New Roads' compliance with the County contract's program requirements and to complete a comparative study based on statistical data. We planned to use the results of the Probation report in conjunction with our own review to evaluate the effectiveness of New Roads.

Probation recently provided New Roads with the results of their review, which we validated. We are currently addressing the issues raised in New Roads' written response, which they provided on July 15, 2009. As a result, we request an extension to submit our final report to your Board by August 31, 2009.

If you have any questions, please call me or your staff may contact Don Chadwick at (213) 253-0301.

WLW:MMO:JET:DC

c: William T Fujioka, Chief Executive Officer  
Sachi A. Hamai, Executive Officer  
Robert B. Taylor, Chief Probation Officer  
Public Information Office  
Audit Committee